

Uganda

2015 Country Summary

Country Recommendations

Uganda's overall ranking in Band E places it in the very high category for corruption risks in the defence and security sector. Uganda performs best as far as personnel corruption risks are concerned (Band D), including good practice on public information about pay rates and allowances. Uganda performs worst in the area of corruption risks on operations (Band F), which is particularly worrying as Uganda has soldiers deployed in both Somalia and South Sudan, alongside ambitions to (significantly) scale up its peacekeeping activities.

Increasing oversight to address impunity

The Uganda People's Defence Force Act of 2005 does not specify what counts as corruption or what provisions are in place to investigate or prosecute it. This should be clearly defined. The Committee on Defence and Internal Affairs is tasked with oversight of issues pertaining to the defence sector, including corruption, but the heavy executive influence on this department ought to be limited so that it does not undermine its effectiveness. Uganda should prevent politically connected defence personnel from grabbing land and evicting residents without impunity thereby disenfranchising local people, many of whom do not hold official land titles. A committee to oversee the activities of the intelligence agencies should be introduced, and their recruitment process made more transparent.

More transparency and a stronger role for parliament

Although the defence budget is published each year, with the latest figure for 2014/15 hitting the 1 trillion Ugandan shillings mark, the allocation of these funds also needs to be disclosed. This is currently not the case. Transparency should also be increased as far as exact figures of personnel are concerned, building on the good practice of publishing salaries and releasing notifications to the media. Aspects of the financing package for major arms deals should be made publicly available prior to the signing of contracts and clear rules regarding the use of arms brokers should be introduced. Off-budget military expenditures are common, and a process for making expenditures ahead of parliamentary approval is enshrined in the Constitution. Parliament's role in this process should be strengthened, and its approval made a precondition for procurement.

Uganda's footprint abroad – aligning ambitions with solid systems

Given Uganda's role as the main contributor to the African Union mission in Somalia (AMISOM) and its deployment to South Sudan, as well as its ambitions to scale up its peacekeeping activities, the government should put in place anti-corruption training programmes for commanders. It should furthermore introduce specific personnel trained to monitor anti-corruption compliance in the field as well as guidelines on how to mitigate

corruption risks on operations. These measures should also help to prevent individual soldiers from engaging in illicit activities abroad, such as illegally offering and selling arms, food, fuel, or training.

Scorecard

Political	Defence & Security Policy	Legislative Scrutiny	1
		Defence Committee	2
		Defence Policy Debated	2
		CSO Engagement	1
		International AC Instruments	2
		Public Debate	1
		AC Policy	2
		AC Institutions	2
		Public Trust	1
		Risk Assessments	0
	Defence budgets	Acquisition Planning	1
		Budget Transparency & Detail	1
		Budget Scrutiny	1
		Budget Publicly Available	1
		Defence Income	1
		Internal Audit	1
		External Audit	1
	Other Political Areas	Natural Resources	0
		Organised Crime Links	1
		Organised Crime Policing	1
Intelligence Services Oversight		0	
Intelligence Services Recruitment		0	
Export Controls		1	
Finance	Asset Disposals	Asset Disposal Controls	2
		Asset Disposal Scrutiny	1
	Secret Budgets	Percentage Secret Spending	0
		Legislative Access to Information	1
		Secret Program Auditing	1
		Off-budget Spending in Law	1
		Off-budget Spending in Practice	0
		Information Classification	0
	Links to Business	Mil. Owned Businesses Exist	1
		Mil. Owned Business Scrutiny	1
Unauthorised Private Enterprise		0	
Personnel	Leadership	Public Commitment	2
		Measures for Corrupt Personnel	2
		Whistleblowing	1
		Special Attention to Sensitive Personnel	1
	Payroll and Recruitment	Numbers of Personnel Known	0
		Pay Rates Openly Published	4
		Well-established Payment System	1
		Objective Appointments	2
		Objective Promotions	1

	Conscription	Bribery to Avoid Compulsory Conscription	
		Bribery for Preferred Postings	
	Salary Chain	Ghost Soldiers	1
		Chains of Command and Payment	2
	Values, Standards, Other	Code of Conduct Coverage	2
		Code of Conduct Breaches Addressed	2
		AC Training	0
		Prosecution Outcomes Transparent	2
Facilitation Payments		1	
Operations	Controls in the Field	Military Doctrine	1
		Operational Training	0
		AC Monitoring	0
		Controls on Contracting	0
		Private Military Contractors	1
Procurement	Government Policy	Legislation	1
		Transparent Procurement Cycle	1
		Oversight Mechanisms	2
		Purchases Disclosed	2
		Standards Expected of Companies	1
	Capability Gap	Strategy Drives Requirements	1
		Requirements Quantified	1
	Tendering	Open Competition v. Single-Sourcing	1
		Tender Board Controls	1
		Anti-Collusion Controls	1
	Contract Delivery / Support	Procurement Staff Training	1
		Complaint Mechanisms for Firms	2
		Sanctions for Corruption	2
	Offsets	Due Diligence	
		Transparency	
		Competition Regulation	
	Other	Controls of Agents	0
		Transparency of Financing Packages	0
		Subsidiaries / Sub-Contractors	0
		Political Influence	2